

**NATIONAL MUSEUMS SCOTLAND
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 11 NOVEMBER 2020 ON
MICROSOFT TEAMS (VIRTUAL)**

Present:

Mr Ian Russell	Chairman
Ms Ann Allen	Trustee
Prof Mary Bownes	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee
Dr Catriona Macdonald	Trustee
Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	Trustee
Dr Laura Young	Trustee

In Attendance:

Dr Chris Breward (CB)	NMS Director
Mr Keith Pentland (KP)	Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Patsy Convery (PC)	Head of Marketing & Communications (for items 5, 8, 9 and 10)
Ms Margaret Clift (MC)	Head of Development (for item 8)
Ms Jilly Burns (JBU)	Head of National & International Partnerships (for item 9)
Mr Clive Richardson (CR)	Interim Director of Estates & Facilities (for item 10)
Mr Xerxes Mazda (XM)	Director of Collections (for item 11)

Apologies:

Mr Adam Bruce	Trustee
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PRELIMINARIES

The Chairman gave an update on the progress of the current Trustees recruitment round. The Board noted that the interviews would be taking place in December and that a decision should be made by the Cabinet Secretary by early February.

ITEM 1 – APOLOGIES

1.1 There were apologies from Adam Bruce.

ITEM 2 – MINUTES OF THE MEETING HELD ON 16 SEPTEMBER 2020

2.1 The minutes of the meeting held on 16 September 2020 were approved.

ACTION

ITEM 3 – MATTERS ARISING

3.1 Matters arising from the last meeting were taken under the main agenda items.

ITEM 4 – DECLARATION OF INTERESTS

4.1 It was noted that there were no declarations of interests from Board members in relation to the substantive items on the agenda.

ITEM 5 – DIRECTOR’S REPORT TO THE TRUSTEES **NMS (2020) 40**

5.1 The Director presented his report which had been circulated and gave an overview of the recent meeting with our Sponsor Team in Scottish Government. P Convery then updated the Board on the most recent visitor figures.

5.2 Trustees congratulated the organisation on the content of the new ‘Colonial Histories and Legacies in our Museums’ page on the NMS website.

ITEM 6 – FINANCIAL REPORT **NMS (2020) 41**

6.1 Keith Pentland presented his report which had been circulated.

6.2 The Board noted that:

- Current information suggested that a small surplus would be achieved for this financial year.
- Budget holders were being monitored against the forecast endorsed at the September Board meeting.

6.3 It was noted that close attention was being paid to next year’s required funding and the Board’s statutory responsibilities had already been stressed to Scottish Government.

ITEM 7 – ANNUAL REPORT & ACCOUNTS 2019/20 **NMS (2020) 42**

7.1 Keith Pentland presented the Annual Report & Accounts 2019/20 which had been circulated. He confirmed that earlier versions of the Report & Accounts had been reviewed by the Finance Committee and Audit & Risk Committee, with presentational changes arising from their deliberations now incorporated into the final draft.

7.2 J Stevenson (Chair of the Audit & Risk Committee) reported that the internal and external auditors had both given an excellent report with only a few recommendations. She went on to thank K Pentland and the Finance team for managing to complete the accounts in challenging circumstances.

7.3 The Board approved the Annual Report & Accounts for 2019/20 and the sending of an appropriate letter of representation from the Accountable Officer to the auditors.

7.4 Trustees endorsed the recommendation from the Audit & Risk and Finance Committees to continue the current practice in relation to the publishing of Board and Committee minutes and papers.

ITEM 8A – INCOME GENERATION SCENARIOS 2021-22

NMS (2020) 43

8.1 Margaret Clift joined the meeting and, together with the Director, presented the discussion paper which had been circulated. The purpose of the paper was to give the Board an insight into:

- How the organisation would approach income generation in the different financial scenarios that we may face in 2021-22.
- The resource each approach would require and the impact each approach may have on planned work.

8.2 Trustees recognised the need to prioritise in a challenging financial environment and to consider both the short and long term/continuity. It was noted that a more detailed Development Strategy update would be brought to the next meeting.

HI, MC

ITEM 8B – DONOR RECOGNITION POLICY

NMS (2020) 44

8.3 Margaret Clift presented the paper which explained the purpose of the Donor Recognition Policy and the need to update the existing Policy to reflect our current funding environment. It was also highlighted that this Policy sat alongside our revised Gift Acceptance Policy approved by the Board in September 2019.

8.4 The creation of a set of principles and a framework, with some level of project-by-project flexibility built in, was supported. In response to queries, M Clift confirmed that no new proposals were being put forward in the paper regarding physical/on-site recognition. Recognition for non-monetary contributions was also discussed, although it was noted that it was outwith this Policy.

8.5 The Board of Trustees approved the revised Donor Recognition Policy and new accompanying Procedure, subject to the comments received being taken account of in their application.

ITEM 9 – NATIONAL STRATEGY UPDATE 2021-22

NMS (2020) 45

9.1 Jilly Burns joined the meeting and presented the paper which had been circulated. She explained that, due to the current challenges arising from the Covid-19 pandemic and to provide a bridge between our last National Strategy (2016-2020) and our next organisational Strategic Plan, a decision had been made to continue and extend the work of the current National Strategy until March 2022.

9.2 The Board of Trustees:

- Approved the updated National Strategy 2021-2022.
- Noted and congratulated relevant staff members on the successful delivery of our National Programme 2019/20 and also the National Fund for Acquisitions 2019/20.

9.3 The Director and J Burns reported on the recent productive conversations with Museums Galleries Scotland. They stressed their desire for the two bodies to work in a complementary way, especially in support of the museum sector in Scotland during this difficult time.

ITEM 10 – NATIONAL MUSEUM OF FLIGHT MASTERPLAN PHASE 3 AND READY FOR TAKE OFF PROJECT: UPDATE **NMS (2020) 46**

10.1 Clive Richardson joined the meeting to present the update which had been circulated. L Logan and A Allen (as the Committee Chairs) confirmed that the Finance Committee and Estates Committee both supported the proposals set out in the report.

10.2 The Board of Trustees:

- Approved the recommendation in section 3 of the report to proceed with the enhanced sustainability measures, subject to funding being available from Scottish Government.
- Approved the recommendation to proceed with the revised programme option covered in section 6 of the report.
- Noted that, whilst current indices did not suggest an uplift in inflation cost at present, there remained a risk of further inflation increase in the future.

ITEM 11 – COLLECTIONS & RESEARCH REPORT **NMS (2020) 47**

11.1 Xerxes Mazda joined the meeting. Trustees extended their thanks and appreciation for the presentation earlier in the day from Meredith Greiling (Senior Curator of Transport, Science & Technology) and Sam Alberti (Keeper of Science & Technology) on:

- The painting entitled 'Take me by the Flying Scotsman'.
- The Lutz pathfinder pod autonomous vehicle.

11.2 The Board of Trustees noted the Collections & Research Report.

ITEM 12 – REPORTS FROM COMMITTEES

(i) Acquisitions Committee

12.1 The Chairman noted that the draft minutes of the Acquisition Committee meeting held on 18 September 2020 had been circulated.

12.2 B Lang (Chair of the Committee) and C Macdonald (member of the Committee) gave an overview of their thoughts on a potential major acquisition. The Chairman requested that this be discussed again at the next Board meeting.

HI, XM,
MC

(ii) Personnel & Remuneration Committee

12.3 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 14 October 2020 had been circulated.

12.4 E Wiseman (Chair of the Committee) reported on the main agenda item which was the annual meeting with the trade unions. She confirmed that it had been both positive and constructive on a wide range of topics.

12.5 E Wiseman went on to highlight the Volunteers Annual Report 2019/20 attached to the minutes and commended our volunteers and Deborah Wilson (Volunteer Co-ordinator).

(iii) National Museums Scotland Enterprises Ltd Board

12.6 The Chairman noted that the draft minutes of the NMS Enterprises Ltd Board meeting held on 23 October had been circulated.

12.7 Gordon Drummond (Chair of the NMS Enterprises Ltd Board) gave an update on staffing, hospitality & events, and on retail activity during October.

(iv) Finance Committee

12.8 The Chairman noted that the draft minutes of Finance Committee meeting held on 28 October 2020 had been circulated.

(v) Audit & Risk Committee

12.9 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 02 November 2020 had been circulated.

(vi) Estates Committee

12.10 Ann Allen (Chairman of the Estates Committee) gave an update on the recent meeting on 09 November regarding the National Museum of Flight. It was noted that the next full meeting of the Committee would be held on 09 December.

(vii) American Foundation for National Museums Scotland

12.11 The Chairman gave an update on the Foundation.

ITEM 13 – FORWARD PROGRAMME OF BUSINESS

NMS (2020) 48

13.1 The Board noted the Forward Programme of Business.

ITEM 14 – ANY OTHER BUSINESS

14.1 There was nothing to report.

ITEM 15 – DATE OF NEXT MEETING

15.1 The next meeting will be held on Wednesday 03 February 2021.